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IC 74-2047

12 September 1974

MEMORANDUM FOR THE RECORD

SUBJECT: Murphy Commission -- Briefing of Mr. William Barnds
on PRD Activities

1. On 10 September [] and I talked to Bill Barnds for about an hour. He is responsible for preparing two studies for the Murphy Commission, one on the structure and functions of the intelligence community and the other on the interrelationship and interaction between the intelligence community and the policy making elements of the government.

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2. He asked first for a description of PRD's responsibilities and functions. I reviewed these in general terms but with special emphasis on evaluation. I described our various post mortem efforts and our involvement in the whole field of warning and crisis management.

3. He asked how the post mortems were conducted. I explained that to date two main techniques had been employed -- a thorough review of pertinent intelligence documents, followed by interviews with key people in the community involved in the problem being reviewed.

4. Barnds asked what kinds of people we had dealt with in the State Department on our post mortems. I said that to date we had usually worked only with INR but that [] post mortem we intended to talk to the policy people, such as Sisco and Atherton. He appeared interested in the new approach we were adopting on [] post mortem but was skeptical that we would come to any firm conclusions.

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5. Barnds asked what kinds of professionals were in PRD. I explained we were split almost evenly between civilians and military and gave him brief background sketches on a number of us.

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Current Intelligence Publications

<u>Title</u>	<u>Frequency</u>	<u>Number Disseminated Outside of Agency</u>
Economic Intelligence Weekly	Weekly (Wednesday)	155
International Oil Developments	Weekly (Thursday)	288
National Intelligence Daily	Daily	61 (plus 5 to Congress)
National Intelligence Bulletin	Daily	295
Current Intelligence Weekly Review	Weekly (Friday)	292

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August 28, 1974

Dear Tom:

I will be coming to Washington the week of September 9 in connection with my work for the Commission, and I would like to interview a number of people at Central Intelligence Agency. I would hope that the interviews could be set up for the afternoon of September 9 and throughout the day on September 10. The morning of September 11 is possible, But I would hope that we could avoid that.

I would like to meet with George Carver to solicit his views on the operation of the NIO system, and then speak to [redacted] on this subject. I am particularly interested in their views on the strengths and weaknesses of this system in relation to the former system, a description of their working methods, their relations to other parts of CIA, other intelligence agencies, and the policymakers, and how they see the system evolving.

I want to talk to the head of the IC staff to learn more about their function, working methods and relationships--both within CIA and with other agencies--and how these are evolving, and to discuss both the potential and the limitations for greater coordination of the intelligence community. [redacted] has had considerable experience in these areas, and his views should be very helpful.

I would also like to meet with Richard Lehman, [redacted] and E. Henry Knoche--in no particular order--to have general discussions on how the work of their offices has evolved in recent years. I [redacted] need to be brought up to date on their structures, the focus of their efforts, and their relationships with other offices in the government doing work of a similar nature.

Finally, I want to discuss with Ed Proctor the relationship of the NIO system to the DDI, the relationships of the DDI to DIA and INR, and the broad subject of the relationship of intelligence production and policymaking. Naturally, I will want to get the views of all the people I interview on this last subject.

I hope to be able to gain the information I need for both of my papers through a single interview with the people listed, although I may need to approach one or two of them again. I hope that you will be able to arrange this without undue trouble.

Sincerely,

William J. Barnds
William J. Barnds

Mr. Thomas Reckford
Commission on the Organization
of the Government for Foreign Policy
2025 M Street, N.W.
Washington, D.C. 20506

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Attached is R. Jack Smith's highly
literate and thoughtful paper (which
in no way resembles the mess produced
by [REDACTED]. The paper clips mark
those places where he discusses satellite
photography--raising the old "fact of"
problem again. How do we handle this?
Also--when you are finished with this
paper, would you like me to send it to
Ed Proctor for his information?

[REDACTED]

done
12/18

12/19

(DATE)

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NEW METHODS FOR INTELLIGENCE ANALYSIS

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Outline

I. Introduction

A. Purpose

1. To identify "new" methods for the analysis of political/social/economic factors of potential utility to the intelligence community.
2. To discuss the role of computers in the utilization of these "new" methods.
3. To examine the impediments, particularly organizational, to the use of "new" methods.
4. To suggest possible approaches to the implementation of "new" methods, approaches, and systems, with emphasis on the organizational aspects of the problem.

B. Organization of paper

II. Intelligence Functions

A. Delineation/Definition at most general level

B. Identification of which function "new" methods might be relevant and why (only at general level).

1. Collection - Only relevant with regard to computer processing of raw inputs; beyond scope of this paper.
2. Evaluation/Analysis - Most central to this discussion, since methods to be identified and discussed are central to this function.
3. Dissemination - Somewhat important but only here with regard to dissemination of data rather than of finished or raw intelligence.

C. General reasons why "new" methods should be considered.

1. Big investment
2. Preliminary results
3. High stakes
4. Limited success to date on difficult problem

III. Identification of potentially important "new" methods

A. Discriminate between/define:

1. Theoretical approaches
2. Analytic approaches
3. Analytic techniques

B. Give reasons for not discussing theoretical approaches, but emphasizing analytic approaches and to a lesser degree, analytic techniques.

C. Discuss in some detail analytic approaches and selected techniques, give examples to illustrate relevance to intelligence function(s).

1. Perception analysis
2. Event analysis
3. Transaction analysis
4. Decision analysis*

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* Will only be briefly touched upon since it will be the subject of paper.

5. Simulation/dynamic modeling
6. Multivariate statistics

IV. Role of Computers

- A. With regard to analysis/evaluation only
- B. What can do:
 1. Store/retrieve large data files
 2. Monitor "state of the system"
 3. Identify trends/patterns
 4. Facilitate communication among analysts.
- C. What cannot do:
 1. Replace analysts
 2. Interpret results
 3. Draw conclusions
 4. Be a "magic machine"

V. What are impediments to adoption of "new" methods?

- A. Organizational problems
 1. Division/duplication of expertise/responsibility
 2. Lack of required familiarizing/training
 3. Inability to institutionalize
 - a. No central/easily accessible facility
 - b. High turnover of key personnel

4. Lack of incentives
5. Access/demonstrated utility problem
6. Inability to evaluate/cumulate results

B. Producer problems

1. Jargon
2. Understanding of analysts' problems
3. Overpromising

C. Lack of market mechanism

VI. Recommendations.

- A. Provide access to selected outside groups for testing/evaluation without demonstration utility.
- B. Provide incentives to individual analysts to build skills.
- C. Set up central intelligence analysis computer facility.
 1. Initially, as central data repository with low classification
 2. Adapt available "user-oriented" software
 3. Force it to compete for resources once it is established and operating.
- D. Require estimates, other products, in different form than at present.

Crane suggestion - cover potential uses of data base by Legis as well as Exec Branch